



**Training Proposal for:**  
**Senior Aerospace SSP, a Division of Senior Operations LLC**  
**Agreement Number: ET12-0206**

Panel Meeting of: **December 16, 2011**

ETP Regional Office: **North Hollywood**

Analyst: N. Weingart

**PROJECT PROFILE**

Contract

Type: Priority/Retrainee

Industry

Sector(s): Manufacturing

Counties

Served: Los Angeles

Repeat

Contractor: ☒ Yes ☐ No

Union(s): ☒ Yes ☐ No

International Union, United  
Automobile, Aerospace &  
Agricultural Implement Workers  
of America - UAW Local 509

Priority

Industry: ☒ Yes ☐ No

No. of Employees in CA: 883

No. of Employees Worldwide: 5,800

Turnover Rate %	Manager/ Supervisor %
8%	7%

**FUNDING DETAIL**

Program Costs	Substantial Contribution	Total ETP Funding
\$288,000	\$0	\$288,000

In-Kind Contribution
\$310,675

**TRAINING PLAN TABLE**

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/Retrainee	Continuous Improvement, Manufacturing Skills	400	24-200	0	\$720	\$15.37
				Weighted Avg: 40			

**Minimum Wage by County:** The ETP minimum wage for Los Angeles County is \$15.37 per hour.

**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No

Up to \$4.11 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Production Worker	
Customer Service/Administration Staff	
Engineer	
Manager/Supervisor	

**INTRODUCTION**

In this proposal, Senior Aerospace SSP, a Division of Senior Operations LLC (Senior Aerospace) seeks funding for retraining as outlined below:

Senior Aerospace designs and manufactures ducts and duct assemblies for military, commercial, and private airplane manufacturing companies and airplane component manufacturers. The company qualifies for priority reimbursement and meets the Panel's out-of-state competition requirements as an industrially classified manufacturer. (Title 22, California Code of Regulations, Section 4416(i).)

This will be the second Agreement between ETP and Senior Aerospace. In the first project, the company's original request was reduced by 50% due to funding constraints. The company is now requesting an amount allowable under the present cap based on its current and future training needs.

For more than 50 years, Senior Aerospace has provided engineering solutions to address the complexities of bleed air duct systems, precision sheet metal fabrications, bellows, metal hose assemblies, and other pressure carrying components contained in nearly all military and commercial aircraft. Headquartered in the United Kingdom, the company has numerous business locations worldwide, including four in California: Burbank, El Cajon, San Diego, and Chino. This training proposal only targets workers at the Burbank facility.

According to staff, Senior Aerospace sets industry standards, providing forward-thinking solutions for future challenges. Engineering staff directs design-to-cost initiatives, develops efficient manufacturing processes, and advances ducting system technologies in support of evolving airframe and engine performance criteria, allowing customers to benefit with lower system weight and cost. To maintain its competitive position the company must continually invest in its facilities and its workforce. To do that, Senior Aerospace recently spent almost \$2 million for a new CNC Tube Bending Machine and an Automated Clean Line to improve its manufacturing capabilities. Senior Aerospace has provided a letter of support from the International Union, United Automobile, Aerospace, and Agriculture Implement Workers of America, Local 509 Union which represents the frontline production workers in this proposal.

## **PROJECT DETAILS**

Senior Aerospace began its initial phase of Lean manufacturing training for all employees under the first ETP Agreement. Training introduced Lean concepts and manufacturing tools. Several Kaizen events were done for key programs that effectively shortened production time by reducing waste and increasing efficiency.

In this new proposal, **Continuous Improvement** training will provide employees in all departments with the Lean tools and skills needed to implement changes, and sustain previous learning. Staff will continue to focus on eliminating waste from cycle times in order to reach a goal of 100% on-time delivery, and on reducing the hours and costs associated with each program. Trainees will learn to work in cohesive, high-performing teams to solve problems and implement process improvements, minimize waste, improve productivity, and increase profit margins.

**Manufacturing Skills** training will be given to a select group of production workers to transition from manual operations to the new CNC tube bending machine. Classes will include machine set-up and safe operating skills. Trainees will also learn to set up and operate the Automated Clean Line including computer programming/interface, safe operation, and proper flow of work through the cell.

### **Commitment to Training**

Senior Aerospace indicated that its training budget is approximately \$50,000 per year. This covers company-wide training focused on: first-aid and general safety and emergency procedures and equipment; safe manufacturing practices and machine, tool, and equipment usage; new hire orientation training; harassment policies and prevention; environmental management systems; supervisory training; and legal and benefits training.

The addition of ETP funding will give Senior Aerospace the resources it needs to continue building its Lean manufacturing environment and put new equipment into operation. Also, through the Lean initiative, part of the workforce will become Lean instructors to meet future challenges after external training vendors are gone.

Senior Aerospace represents that ETP funds will not displace the existing financial commitment to training, and anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. Senior Aerospace also represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**RECOMMENDATION**

For the reasons set forth above, staff recommends approval of this proposal.

**PRIOR PROJECTS**

The following table summarizes performance by Senior Aerospace under an ETP Agreement that was completed within the last five years:

Agreement No.	City	Term	Approved Amount	Payment Earned
ET10-0134	Burbank	10/05/09 – 10/04/11	\$162,000	\$162,000*

As of November 11, 2011, final payment invoices are in process for \$172,620, which exceeds ETP funding and will likely generate a 100% completion rate. The ETP online Class/Lab Tracking system shows that the Contractor provided 9,923 eligible training hours to 177 workers.

**DEVELOPMENT SERVICES**

Senior Aerospace retained The IM Group in Fairfield, CT to assist with development of this proposal for a flat fee of \$5,000.

**ADMINISTRATIVE SERVICES**

Senior Aerospace also retained The IM Group to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**








To Be Determined

**Exhibit B: Menu Curriculum****Class/Lab Hours**



24-200

Trainees may receive any of the following:

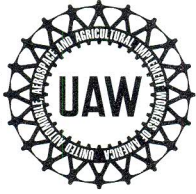
**CONTINUOUS IMPROVEMENT**

-  Kaizen Process
-  Lean Sigma Process Improvement
-  Lean Sigma Value Chain
-  Six Sigma
-  Lean Skills Development
-  Point Kaizen
-  Lean Training
-  Kaizen Team Building
-  Root Cause Analysis
-  Lean Communication Skills
-  Leadership in Lean
-  Senior Aerospace SSP Process Improvement

**MANUFACTURING SKILLS**

-  CNC Tube Bending Machine
-  Automated Clean Line

Note: Reimbursement for retraining is capped at 200 total training hours per trainee.
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*Region 5*

**PICO RIVERA OFFICE**  
6500 S. Rosemead Blvd.  
Pico Rivera, CA 90660



Phone : (562) 801-1500  
Fax: (562) 801-1555

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INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE & AGRICULTURAL IMPLEMENT WORKERS OF AMERICA-UAW

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*Jim Wells*

**Director**

(Member, International Executive Board)

*Bob King*

**President**

*Dennis Williams*

**Secretary-Treasurer**

October 27, 2011

State of California  
Employee Training Panel

To Whom It May Concern:

The UAW Local 509 is aware that employees of Senior Aerospace SSP in California will receive training funded through the Employment Training Panel, and we concur with the proposed training.

Sincerely,

Vance Pearson  
UAW Local 509  
International Representative

VP:mg  
Opeiu494

cc: InterMedium Group, Inc.